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**Programme budget for the biennium 2014-2015**

# Revised estimates relating to the programme budget for the biennium 2014-2015 under sections 5, Peacekeeping operations, 8, Legal affairs, 27, Humanitarian assistance, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, 34, Safety and security, and 36, Staff assessment

## Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response

## Report of the Secretary-General

*Summary*

Pursuant to General Assembly resolution 69/262, the present report contains the proposals for revised estimates for the biennium 2014-2015 for the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response (UNMEER) under section 27, Humanitarian assistance, as well as for backstopping support, under sections 5, Peacekeeping operations, 8, Legal affairs, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, 34, Safety and security, and 36, Staff assessment.

It is estimated that additional resources in the amount of $88,094,000 (net of staff assessment) would be required for the biennium 2014-2015. The present report proposes a reconfiguration of staffing structure with personnel relocated/redeployed from UNMEER headquarters in Accra to UNMEER country offices in Guinea, Liberia and Sierra Leone to tackle the Ebola outbreak at the district level. The present report also proposes positions at Headquarters for backstopping, and for operational costs, under various sections of the programme budget for the biennium 2014-2015, and some positions at the Regional Service Centre at Entebbe to provide service delivery.

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# I. Office of the Secretary-General's Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response

## A. Background, mandate and objective

1. In identical letters dated 17 September 2014 addressed to the President of the General Assembly and the President of the Security Council (A/69/389-S/2014/679), the Secretary-General highlighted the worsening situation resulting from the outbreak of Ebola virus disease in West Africa and the multidimensional effect on the political, social, economic, humanitarian, logistical and security spheres. He also stated his intention to establish the United Nations Mission for Ebola Emergency Response (UNMEER). The Secretary-General noted that UNMEER would exist only as long as it was necessary to stem the crisis and would be disbanded when Ebola virus disease no longer posed a grave threat to people of the affected countries.

2. By its resolution 2177 (2014), the Security Council, among other things, determined that the current outbreak of Ebola in West Africa was unprecedented and constituted a threat to international peace and security and requested the Secretary-General to ensure that all relevant United Nations system entities, including the World Health Organization (WHO) and the United Nations Humanitarian Air Service, in accordance with their respective mandates, accelerate their response to the outbreak, including by supporting the development and implementation of preparedness and operational plans and through liaison and collaboration with Governments of the region and those providing assistance.

3. By its resolution 69/1, the General Assembly, inter alia, welcomed the intention of the Secretary-General to establish UNMEER and requested him to take such measures as might be necessary for the prompt execution of his intention, and to submit a detailed report thereon for consideration at the sixty-ninth session.

4. Stopping the spread of the Ebola outbreak is a collective effort by the affected communities, the Governments of the most affected countries and regional and international actors. The work of both the Special Envoy of the Secretary-General and UNMEER is structured to support the leadership response plans of the affected countries, the delivery of aid rapidly on the ground, close coordination and collaboration with actors outside the United Nations system, tailored responses to the particular needs of different countries, the leadership role of WHO on all health issues and the identification of benchmarks for transition, post-emergency, to ensure actions that strengthen those systems.

5. The Special Envoy provides strategic leadership to the global Ebola response and enhances coordination of the United Nations system, including UNMEER and other partners. He leads international efforts to mobilize, coordinate and sustain both the necessary political will and the required financial and human resources required to tackle the multiple dimensions of the outbreak. That is achieved through proactive outreach to key partners, strategic communications and global advocacy.

6. The organizations involved include the Office for the Coordination of Humanitarian Affairs; WHO; the World Food Programme (WFP); the United Nations Children's Fund (UNICEF); the United Nations Development Programme (UNDP); the United Nations Population Fund; the International Organization for Migration; the Office of the High Commissioner for Human Rights; the World Bank; United Nations country teams; the Governments of Guinea, Liberia, Mali and Sierra Leone; regional organizations including the African Union, the Economic Community of West African

States (ECOWAS) and the Mano River Union; and the International Federation of Red Cross and Red Crescent Societies and Médecins Sans Frontières. The majority of the operational implementation of the activities as directed by UNMEER is undertaken through United Nations agencies, funds and programmes and other partners.

7. The Special Envoy, working closely with WHO, developed in collaboration with the Governments of Guinea, Liberia and Sierra Leone a comprehensive strategic framework for the global Ebola response. The strategic framework provides the overarching guidance for the response to assist the affected countries to stop the outbreak, treat the infected, ensure essential services, preserve stability and prevent further outbreaks (the STEPP strategy).

8. To render the Secretary-General's vision operational, UNMEER convened an operational planning conference in Accra in October 2014. The Conference focused the emergency response through UNMEER on four critical lines of action: case finding and contact tracing, case management, safe and dignified burials and community engagement and social mobilization. It was recognized that, while the work of supporting national plans to construct safer and more resilient non-Ebola health systems and address early recovery would fall outside the remit of UNMEER and fall within the mandate of the United Nations agencies, funds and programmes, where possible, the overall response effort should also contribute to ensuring the safe reactivation of health services and to building resilience, for example through knowledge transfer of surveillance and infection prevention and control methods to local health care providers. UNMEER, together with WHO, supports national Governments in their Ebola preparedness and prevention activities, at their request, which is a key priority of the strategic framework for the global Ebola response.

9. In its resolution 69/262, the General Assembly approved a commitment authority in the amount of $102,406,400 net ($104,582,400 gross) and requested the submission of a detailed budget of the Office of the Special Envoy on Ebola and UNMEER at the second part of the resumed sixty-ninth session of the General Assembly.

10. The proposed revised resource requirements amount to $88,094,000 net ($90,950,800 gross) for the period from 1 September 2014 to 31 December 2015. Given the changing geographical nature of the Ebola virus and an overall decline in the number of new cases of Ebola across the affected countries, the proposed requirements are based on revised planning assumptions that take into account the transitional strategy of UNMEER for supporting sustainable capacities of affected nations and implementing partners, including those of United Nations agencies, funds and programmes working on the ground. The overall structure of the Mission has been adapted to reflect the reality of the affected countries, in which the Ebola outbreak, which now consists of a number of smaller, scattered and diverse outbreaks, must be contained to prevent a surge in cases.

## B. Performance information

11. The rapid deployment of UNMEER allowed the Mission to provide strategic and policy direction for a greatly enhanced international response and to galvanize essential support for affected communities and countries; harness the capabilities and competencies of all the relevant United Nations actors under a unified operational structure; reinforce unity of purpose, effective ground-level leadership and operational direction; and ensure a rapid, effective, efficient and coherent response to the Ebola crisis.

12. Significant progress has been made in the implementation of the identified four key lines of action. The concerted efforts of the national Governments of the affected countries, local community engagement, the international community and the United Nations system and its partners has led to a sharp decline in the rate of transmission of Ebola across the three countries. Incidence rates have significantly declined in 2015 to an average high of newly confirmed cases of approximately 70 to 100 per week in March 2015, from the peak of the outbreak of more than 528 per week in October 2014.

13. Further to coordination efforts, UNMEER played the critical role of filling gaps and flexibility in responding to the evolving nature of the outbreak. When the first case was reported in Mali, UNMEER, with help from the Logistics Cluster, organized the immediate airlift of personal protective equipment and body bags to the country. UNMEER supported the Government-planned Operation Western Area Surge in Sierra Leone, where additional bed, ambulance and laboratory capacities needed to be deployed quickly. Given its regional perspective and mandate to coordinate response efforts, UNMEER played an important role in fostering cross-border cooperation and supported the Liberian Government's redeployment of one laboratory from that country, where caseloads were declining, to the Western Area in Sierra Leone. UNMEER provided additional logistical capabilities to support the response. In Liberia, for example, air operations by UNMEER have been ensuring that Rapid Isolation and Treatment of Ebola teams are able to reach remote areas quickly. Similarly, UNMEER has also been transporting blood samples for testing. In support of the re-opening of schools in Liberia, UNMEER also transported UNICEF cargo by air within the country. UNMEER has worked to ensure that all of those efforts are coherent and effective and support the Government-led operational framework.

14. The exponential transmission rates that were feared and projected in September 2014 were addressed by the extraordinary scaling up in case management of Ebola patients in the affected countries. The number of Ebola treatment centres, laboratories and community care centres in affected countries are shown in table 1 below.

Table 1
**Ebola treatment centres, laboratories and community care centres by location**

| *Type and location* | *October 2014* | *February 2015* |
|---|---|---|
| Ebola treatment centres | | |
| Guinea | 2 | 8 |
| Liberia | 6 | 18 |
| Sierra Leone | 8 | 20 |
| Laboratories | | |
| Guinea | 2 | 7 |
| Liberia | 5 | 5 |
| Sierra Leone | 4 | 13 |
| Community care centres | | |
| Guinea | – | 3 |
| Liberia | – | 21 |
| Sierra Leone | – | 31 |

15. In close coordination with the Governments of the most-affected countries, UNMEER has enabled those efforts by supporting the standardization of reporting practices at the national and district levels, facilitating data collection through the deployment of 29 Information Management Officers (United Nations Volunteers) in field locations and providing mobile devices. WHO has deployed epidemiologists in all 63 districts across the three affected countries and in 9 districts in Mali, and UNMEER has deployed 34 Field Crisis Managers in Guinea (13), Liberia (9) and Sierra Leone (12). UNMEER Field Crisis Managers supported district-level command centres in reviewing their operational needs and identifying resource gaps under the leadership of Government authorities and with the support of international technical partners. WHO had up to 720 staff dispersed in 70 field sites across the three affected countries and Mali. WHO epidemiologists have overseen the strengthening of case investigation and surveillance activities, including active facility-based surveillance, active case finding and community event-based surveillance. Transmission chains are now consistently mapped for known cases across the three countries. Efforts are ongoing to better integrate community engagement with case investigation and contact tracing.

16. The United Nations system, through UNMEER and together with other implementing partners, also continued to provide logistics assistance to enable the response. UNMEER and United Nations Humanitarian Air Service aircraft have flown a total of 16,963 passengers on 3,270 sorties for a total of 3,461 hours to and between the affected countries, with the United Nations Mission in Liberia (UNMIL) providing an air bridge between Accra and Monrovia to facilitate access for international medical responders and humanitarian aid workers to Liberia. The Air Coordination Cell of the Logistics Cluster, led by WFP in Copenhagen, has coordinated the transport of a total of 5,447 tons of response supplies. The two C-160 cargo aircraft made available by Germany have carried 635 tons of supplies to and between the affected countries to date, prioritizing cargo tasked by UNMEER. The Emergency Telecommunications Cluster is providing Internet connectivity in 43 locations across the three affected countries, serving 741 staff, while UNMEER has provided information and communications technology (ICT) services through its logistics bases. The Ebola response is also the largest-ever supply and logistics response of UNICEF in a humanitarian crisis, with more than 5,000 tons of Ebola-related commodities distributed in the three affected countries.

17. While United Nations agencies, funds and programmes and UNMEER were identified as the lead partners in the implementation of the lines of action and enabling efforts, the collective response has been global in support of the national priorities of the most affected countries. More than 58 foreign medical teams from more than 40 organizations and national Governments or militaries have supported the operational response, including the deployment of more than 800 personnel by the African Union Support to the Ebola Outbreak in West Africa. Médecins Sans Frontières and the International Federation of Red Cross and Red Crescent Societies, among others, have been indispensable partners in response efforts in the three most affected countries.

18. The Chair of the African Union Commission, Dr. Nkosazana Dlamini Zuma, has provided leadership and support to response efforts. In addition to her direct support in the expeditious deployment of the African Union Support to the Ebola Outbreak in West Africa, the Chair has maintained focus on supporting the affected countries in their efforts, including by convening a stakeholders conference on Ebola in the

margins of the African Union Summit in January 2015. The Heads of State and Government of the member states of the Mano River Union have individually and collectively guided response efforts. On 15 February 2015, they declared their intention to reach "Zero Ebola Infection" within 60 days. UNMEER has been providing technical support to the Mano River Union secretariat, as well as some logistics support to the African Union Support to the Ebola Outbreak in West Africa.

## C. Revised planning assumptions

19. While significant progress has been made as at March 2015, a number of challenges remain to be addressed in order to fully contain the outbreak. The number of newly confirmed cases remains approximately 70-100 per week and community resistance to response efforts is still widespread, particularly in Guinea and pockets of Sierra Leone. Adequate surveillance and response capacities in all districts require strengthening, and the movement of people across districts, as well as porous international borders, oblige all districts to be prepared to rapidly identify, treat and investigate cases of Ebola.

20. Against that backdrop, the Special Representative of the Secretary-General of UNMEER leads in adjusting the Mission's operational posture to the evolving nature of the outbreak and to the challenges in each of the affected countries. As the epidemiology has shifted to smaller, more geographically dispersed outbreaks, UNMEER has become more nimble, with greater emphasis on rapid reaction capacities, in order to detect cases earlier and address a smaller number of cases in a greater number of locations.

21. In early February 2015, the Special Representative held a strategic retreat with senior management to plan and align operational response to the latest country-specific developments and available projections. That resulted in the implementation of two concurrent tracks for UNMEER: (a) to accelerate response efforts in the months preceding the onset of the rainy season in April, maintaining declining disease transmission; and (b) supporting the enhancement of the capacities of national authorities as well as United Nations agencies, funds and programmes and implementing partners in order to carefully plan and implement a transition of UNMEER functions to them in a seamless manner.

22. Before the onset of the rainy season, UNMEER has increased its footprint at the district, prefecture and county levels, placing particular emphasis on supporting the community engagement and sensitization pillar of the response. As such, the Mission supports implementing partners in the acceleration of the critical lines of action, guided by an approach articulated around three elements: (a) countries, by continuing to provide support to national Government's strategies, plans and capacities; (b) communities, by intensifying activities that enhance local awareness, participation and ownership in the response; and (c) coordination, by consolidating coordination among all actors, including strengthening national coordination capacities.

23. That adaptation of the UNMEER response effort is supported by a transfer of knowledge and resources from UNMEER headquarters in Accra and its country office in Liberia. In the case of the latter, following the reality on the ground, where the milestone of zero new cases in Liberia was reached for a total of 16 consecutive days in March 2015, prior to the finding of one case in the third week of the month, the knowledge and expertise gained is leveraged in two specific ways: working closely

with the Government of Liberia and implementing partners, including the United Nations country teams, to ensure that the investments of the response are mainstreamed to support subsequent reconstruction and recovery efforts; and transferring the lessons learned and experience to the remaining affected countries, Guinea and Sierra Leone.

24. The UNMEER transition and transfer of capacities will be conducted in a seamless manner that locks in the gains and supports national Governments; United Nations agencies, funds and programmes; non-governmental organizations; and other implementing partners.

25. Should case incidence continue along a positive downward trajectory overall, for planning purposes, and based on the available projections from Ebola Crisis Managers in March 2015, it is envisaged that UNMEER can aim to be fully liquidated by September 2015, with country-specific planning targets of 31 March for Mali, 31 May for Liberia and 31 July for Guinea and Sierra Leone. To address the regional liquidation, UNMEER will retain small liquidation teams in Guinea and Sierra Leone.

26. As the response advances and is adapted to the progression of the outbreak, there is an even greater need for the systematic measurement of progress and monitoring of results, together with the careful tracking of and accounting for resources that are used. The Special Envoy on Ebola is responsible for coordinating the measurement of progress, assessing results, tracking resources used and accounting, in close cooperation with all partners involved in the response. The Special Envoy is also supporting the transition of responsibilities from UNMEER to United Nations agencies, funds and programmes and other implementing partners through the provision of strategic guidance developed in conjunction with national Governments and the in-country representatives of the United Nations system entities, in particular WHO, and is envisaged to fully conclude its work by the end of December 2015.

27. In line with the current planning assumptions, the capacity of UNMEER in Liberia is expected to be adjusted, with the office closing at the end of May 2015, while the Ebola Crisis Manager's critical expertise, honed during the management of the crisis, is retained to inform transitions in Guinea and Sierra Leone through the end of July 2015. The Ebola Crisis Manager's role would be dedicated to supporting the Special Representative of the Secretary-General in rendering operational focus in Guinea and Sierra Leone and regional efforts through July 2015. That arrangement is tailored to the specific and unique regional reality of the UNMEER emergency response.

28. From an operational perspective, sufficient capacities to implement all the lines of action need to be sustained by partners with particular emphasis on community engagement in country locations. That will include increasing capacities in the field and maintaining capacity for surveillance, including active and cross-border surveillance; safe and dignified burials; incentives such as food, water, household items and per diem; and cross-cutting communication and transferring those capacities to national staff who are the actual responders to the epidemic. In communities where resistance remains, adequate resources would be deployed, including efforts made to protect response workers.

29. As UNMEER enters that phase of its operations, the need for intercountry work and focus on regional perspectives becomes paramount to reduce the risk of regional re-inter-contamination and international spread of Ebola through cross-border importation. That is the main reason why the regional focus needs to be specifically

reinforced during what is identified as the critical period between May and July 2015. UNMEER and WHO developed a joint preparedness programme focusing on five areas of work: rapid response teams, active surveillance, personal protective equipment, isolation and detection at borders. In the four border countries of Côte d'Ivoire, Guinea-Bissau, Mali and Senegal, the priority has been on enhanced vigilance and readiness as part of the broader preparedness agenda. To operationalize the all-hazards preparedness and readiness programme, WHO has provided necessary resources with the requisite technical expertise and UNMEER has worked closely with the Mano River Union, ECOWAS and the African Union. Going forward, UNMEER will fully transition its support to all regional initiatives to the affected countries and regional organizations and they in turn will be supported by WHO.

30. The timing of the transition depends on the evolution of the outbreak and the capacities of the Governments of the affected countries, United Nations agencies, funds and programmes and coordinating bodies to take on the roles expected of them.

**Mali**

31. Following the official end of the Ebola outbreak in Mali on 18 January 2015, UNMEER in Mali has been drawing down and will close on 31 March 2015.

**Liberia**

32. UNMEER in Liberia has been working with United Nations agencies and partners to strengthen a harmonized and incentive-based contact tracing and quarantine system. UNMEER in Liberia is engaged in reinforcing the operational capacity of lead United Nations agencies (WHO, WFP, UNICEF, UNDP) by transferring institutional knowledge, vehicles, ICT equipment and, in some cases, co-locating personnel for a seamless transition of responsibilities during the Mission's transition period. By the end of April 2015, it is expected that WFP will take on a majority of logistics and operations of UNMEER in Liberia, including providing air operations (an Mi-8 helicopter) and ICT services. Similarly, UNMEER began transitioning emergency operations in February 2015, particularly in transferring institutional knowledge and relationships in the counties from Field Crisis Managers to WHO field coordinators. The transfer of the technical and logistical components to WFP and WHO is expected to be completed by 30 April 2015. The drawdown end-state would require agencies, funds and programmes to maintain sufficient capacity for active surveillance, rapid case management through contact tracing and case investigation and community engagement in all 15 counties. With a targeted closing date of 31 May 2015, it is expected that essential services would be integrated into the Resident Coordinator's office by the end of March, with the country office reducing its strength by approximately 50 per cent in April, leaving a residual strength for the liquidation period up to the end of May 2015.

**Sierra Leone**

33. With activities targeted to be completed by 31 July 2015, UNMEER has been working towards supporting the National Ebola Response Centre and the District Ebola Response Centre with expertise, equipment and supplies. UNMEER has focused on building integrated teams for rapid response at the district level by coordinating and aligning the structure of the disparate mobilization teams for a better management and coordination of the community engagement effort.

34. UNMEER in Sierra Leone will start transferring coordination functions and early recovery planning to the Resident Coordinator's office and look to transition out of logistics, in recognition of the cases being isolated in the Western Area and the Port Loko region, without affecting operational capacity. WFP is planning for providing air operations by April 2015, as UNMEER air assets (two Mi-8 helicopters) in the country are also removed.

**Guinea**

35. With activities targeted to be completed by 31 July 2015, UNMEER in Guinea has been working towards a rapid surge of staff, particularly at the district levels, to strengthen disease surveillance and response, particularly in the most vulnerable prefectures; reinforce coordination at prefectural level; offer better logistics support to stakeholders; and improve data at national and prefectural levels.

36. UNMEER in Guinea would also fade out of its logistics, with WFP stepping in with air operations, as the two Mi-8 helicopters are retired in April 2015. WFP air assets are already available to provide both passenger service and to transport blood samples in the country, as UNMEER works with WFP to increase services between Conakry and the prefectures.

## D. Roles and responsibilities

37. The Special Envoy supports the implementation of the STEPP strategy through, inter alia, catalysing synergistic action by different partners and the United Nations system, in line with the strategic directions agreed by national authorities through the Global Ebola Response Coalition and other multi-stakeholder processes in-country and at regional levels; tracking the use of resources already made available for the response and assessing their impact; identifying and presenting additional needs and requirements for 2015, mobilizing the resources needed to meet those requirements and making them available to the agencies as required; and analysing results, assessing the impact of investments, learning lessons and making them available to others.

38. The Special Representative of the Secretary-General and Head of Mission for UNMEER is responsible for ensuring the provision of needed field-level support to the Governments and the population of the affected countries in response to the crisis. The Special Representative leads UNMEER assistance to the most affected countries, regional and sub-regional organizations, upon request, and other implementing partners, including non-governmental organizations and United Nations agencies, funds and programmes, in delivering their assistance in a coordinated and coherent manner on the ground. At the country level, the Special Representative is assisted by Ebola Crisis Managers responsible for the coordinated response of all partners on the ground, including setting country-specific priorities and directing the Ebola response activities of the United Nations and United Nations country teams. UNMEER combines the technical expertise of WHO with the operational strengths and capabilities of other United Nations agencies, funds and programmes. Through that configuration, which marries the United Nations system operational capabilities and experience of the United Nations country teams with the technical leadership of WHO in matters relating to health, UNMEER provides a unique combination of strong crisis management and technical expertise to support national Ebola response efforts.

39. The Special Envoy supports the coordination of the overall global Ebola strategic response across United Nations and non-United Nations stakeholders at a strategic level and within the remit of the STEPP strategy, which includes aiding in the transition to the reconstruction and recovery phases of the response. While those long-term goals are, as previously noted, outside the scope of UNMEER, the Mission in turn works to ensure that the investments made by national Governments and actors, the international community and regional groups such as the African Union, ECOWAS and the Mano River Union can be optimally leveraged and built upon to lay the groundwork in support of national reconstruction and recovery efforts necessary to address the longer term effects of the Ebola outbreak in the most affected countries. In that connection, a close partnership and mechanisms for the seamless and timely exchange of information exist to ensure alignment between the Special Envoy's implementation of the overarching STEPP strategy and the more narrowly focused Special Representative-led UNMEER operational framework targeting core activities.

## E. Organizational structure

40. UNMEER has been reconfigured to prioritize the deployment of its resources in the affected countries. It has allocated the majority of UNMEER headquarters-based functions to Guinea and Sierra Leone to strengthen UNMEER capacity at the country, district and prefecture levels, including non-location-specific functions. The Mission is backstopped by positions in New York distributed among the Department of Management, the Department of Field Support, the Office of Legal Affairs and the Department of Safety and Security of the Secretariat.

41. The Special Envoy is based in Geneva. The functions of an Ebola response liaison office, originally proposed as a separate office under UNMEER, will be carried out by the Office of the Special Envoy in order to streamline the support to and coordination of the Secretary-General's global Ebola response at Headquarters. The Office is responsible for supporting the Special Envoy's coordination and harmonization of the United Nations Headquarters' response; close cooperation and collaboration with representatives of the United Nations agencies, funds and programmes responding to Ebola; messaging and communications; and acting as the main focal point for Member States, multilateral partners and intergovernmental bodies based in New York.

## F. Cooperation

### Cooperation at the country level

42. At the country level, the UNMEER Ebola Crisis Managers are responsible for the response of all Ebola-related United Nations activities, act to ensure that the actions of stakeholders contributing to the overall response are coordinated with Ebola Response Country Operational Plans and have an advisory role to the political leadership. The Ebola Crisis Managers work in cooperation with the United Nations country teams, whose capabilities and capacities are essential both to stop the outbreak and to address its broader socioeconomic impact. Where necessary, with respect to Ebola emergency response, Ebola Crisis Managers will set priorities and direct activities of the United Nations and United Nations country teams. Under the guidance of the Special Representatives, the Ebola Crisis Managers will ensure that lessons learned from Ebola emergency activities are streamlined into the broader recovery

activities of the United Nations country teams or other actors in the future. Country team operations related to other aspects of their mandate will be directed in accordance with existing arrangements.

**Cooperation with regional missions**

43. To the extent possible and without affecting their own sustainability and operations, UNMEER will draw on the resources of existing peacekeeping missions and service centres. The shared service established in the Regional Service Centre at Entebbe will provide service delivery for transactional functions in finance and human resources.

44. Air transport assets from the United Nations Office for West Africa, UNMIL and the United Nations Multidimensional Integrated Stabilization Mission in Mali (MINUSMA) will be utilized on an ad hoc basis to fast-track the Ebola response. Logistical support capabilities of the United Nations Global Service Centre will be fully leveraged in line with the global field support strategy.

**Cooperation with other entities**

45. To provide support to the Special Representative on the strategic direction of the response, a coordination board composed of representatives of UNICEF, WFP, WHO, the International Federation of Red Cross and Red Crescent Societies and the Special Envoy has been established. The coordination board acts as a consultative mechanism, which meets at least once a month in one of the affected countries to review and adjust the strategy as required. Its first meeting was held on 27 February 2015 in Conakry.

46. Coordination on the provision, distribution and delivery of donated assets from Member States and other partners is conducted at the strategic level by the Special Envoy and at the operational level by UNMEER. That function is undertaken wherever possible using aviation/naval assets made available by the international community, partner entities and the United Nations system as required. In-country transport and storage services dedicated to Ebola operations will be maintained by WFP through September 2015.

## G. Operational activities

47. Operationalization of the services to be delivered has been executed on the basis of an approach of unity of effort across the United Nations system and the best use of comparative advantage across partners. That has been achieved through activities including establishing and providing a geospatial, information technology and information management infrastructure for the entire United Nations system response to the Ebola crisis; providing an integrated air support service combining UNMEER aviation assets together with the United Nations Humanitarian Air Service; and providing information on management, coordinating public information activities and other cross-cutting issues.

48. Working with the Information and Communications Technology Division of the Department of Field Support of the Secretariat and the Emergency Communication Clusters of United Nations agencies, funds and programmes, the UNMEER Geospatial, Information and Telecommunications Technology unit has provided the backbone infrastructure for the entire United Nations system response to the Ebola crisis. UNMEER has been providing ICT services to the Mission and United Nations

agencies, funds, and programmes at Mission headquarters, three regional headquarters, four logistics hubs and all forward logistics bases. Beyond the level of the forward logistics bases, ICT services are provided by the agencies, funds and programmes led by WFP.

49. The concept for delivery of services and support has included the direct execution of supply-chain-related-activities through rapid response to the emergency operations requirements at the country level, provided by WFP and its Logistics Cluster, with UNMEER supplementing and leveraging the existing and arriving capacities to best ensure a coherent logistics management approach. The arrangement is intended to achieve the most integrated and optimal use of resources through a unified and singular entity that has responsibility for planning and directing the assets within the strategic logistics and supply chain from the point of origin of supplies to the capitals of the affected countries, and further to the forward logistics bases in those countries and beyond, as possible.

50. Air transportation resources have been planned, organized and deployed to maximize complementarity with WFP and the United Nations Humanitarian Air Service through integration and/or co-location, as applicable. Integrated air operations between the United Nations Humanitarian Air Service and UNMEER headquarters incorporates UNMEER air assets, including one fixed-wing aircraft (CRJ-200) and five rotary-wing aircraft (Mi-8 MTV) together with United Nations Humanitarian Air Service air assets (one CRJ-200, two Beech 1900s, two Bell 412s, one Bell 205 and one LET 410) to ensure a unified flight schedule and to reduce redundancy, avoid duplication of structures and pool resources to support the complex inter-agency and international response. Such assets offer cargo and passenger services, connecting Accra, Dakar and the three most affected countries. In line with the transition plan, all rotary wing aircraft out of the UNMEER fleet of five rotary-wing aircraft will cease operations in the middle of April 2015, with the exception of one rotary-wing asset that will remain in Guinea until the end of April, to be replaced by the WFP and United Nations Humanitarian Air Service without operational impact. The Accra-based fixed-wing aircraft is expected to cease services in June 2015. The Logistics Cluster in Accra has also ended its operations, and is planning its phase-out of the Air Coordination Cell in Copenhagen.

51. UNMEER received a total of 530 vehicles from other Missions, out of which UNMEER will retain up to 148 for internal use across four countries while the rest will be donated or transferred by September 2015 to partners, including host Governments, United Nations agencies, funds and programmes and non-governmental organizations according to an established donation plan. As at 28 February 2015, a total of 76 vehicles have been donated.

52. UNMEER has made arrangements with existing level II health care facilities and through the United Nations Joint Medical Service for non-Ebola medical evacuations in Guinea and Sierra Leone. Non-Ebola medical evacuations in Liberia and Mali will be carried out using the United Nations air assets of existing Missions in both countries (UNMIL and MINUSMA).

## H. Extrabudgetary resources

53. In addition to the direct voluntary funding to agencies, funds and programmes for the implementation of the strategic framework for global Ebola response in the

affected countries, the Ebola Response Multi-Partner Trust Fund of the Secretary-General has proven to be an effective complementary mechanism for agencies, funds and programmes to seek resources beyond those of their own voluntary contribution processes. As at 23 March 2015, the Trust Fund had received approximately $143 million in pledges and $139 million in commitments, and $12 million had been invested and disbursed, fulfilling the purpose of rapid resource mobilization and allocation. The funds will continue to be used for the most critical and unfunded requests within the following three priorities: get to zero cases of Ebola, improve regional preparedness and revive and remodel essential services. The allocation will continue to be decided by the Special Envoy in collaboration with an established Advisory Committee.

54. The Special Envoy tracks needs and resources for the larger global Ebola response on an ongoing basis through direct partnerships with affected countries, United Nations agencies, civil society organizations and national Governments and shares those results with the public. As at 23 March 2015, the total announced international funding had reached more than $5.1 billion, with strong mobilization from Governments and financial institutions across the world with a disbursement rate of 49 per cent. That amount includes bilateral support, support for economic stability and the $1.4 billion raised against the United Nations appeal. National Governments have mobilized an impressive $3.2 billion, which represents 60 per cent of Ebola response funding. About 40 per cent of Ebola response funding comes from financial institutions and other private organizations. An additional $1.7 billion has been announced from financial partners and other non-governmental organizations, including $518 million from the World Bank. Most of that funding is intended for budget support to strengthen the fiscal ability of affected countries through credit facilities, loans and budget support. In addition, the International Finance Corporation has announced $450 million for private-sector investments that has not yet been allocated.

55. Beyond the immediate response, efforts to ensure essential services, preserve stability and prevent outbreaks in countries currently unaffected will also require additional support. The bulk of the essential services, stability and prevention activities are anticipated to be funded through the voluntary contributions of agencies, funds and programmes, support from the World Bank and contributions to the Ebola Response Multi-Partner Trust Fund.

56. Monitoring of funding flows is conducted across the United Nations system. Resources directed through the Ebola Response Multi-Partner Trust Fund will be monitored and accounted for under the conditions established within the terms of reference for that fund. Resources provided beyond those mechanisms will be subject to tracking within the Financial Tracking Service managed by the Office for the Coordination of Humanitarian Assistance and by the Office of the Special Envoy.

## II. Relationship of the activities to the biennial programme plan and programme of work for the biennium 2014-2015

57. The activities of the Office of the Special Envoy and UNMEER relate to programme 23, Humanitarian assistance, and the supporting activities relate to programmes 4, Peacekeeping operations, 6, Legal affairs, and 25, Management and support services, of the biennial programme plan. They also relate to section 27,

Humanitarian assistance, and the supporting activities relate to sections 5, Peacekeeping operation, 8, Legal affairs, 29B, Office of Programme Planning, Budget and Accounts, 29C, Office of Human Resources Management, 29D, Office of Central Support Services, and 34, Safety and security, of the programme budget for the biennium 2014-2015.

58. Given the thematic nature of the emergency response, it is proposed that the Office of the Special Envoy and UNMEER be incorporated under section 27, Humanitarian assistance, of the programme budget for the biennium 2014-2015, corresponding to programme 23, Humanitarian assistance, of the biennial programme plan.

59. The objective, expected accomplishments, indicators of achievement and performance measures are set out below.

**Objective, expected accomplishments, indicators of achievement and performance measures**

**Objective of the Organization**: To halt the spread of Ebola in Guinea, Liberia and Sierra Leone

| Expected accomplishments of the Secretariat | Indicators of achievement |
|---|---|
| (a) Effective strategic direction and coordinated policy guidance by the Special Envoy to ensure a single and cohesive response to the Ebola crisis in the affected countries by all stakeholders, including the United Nations agencies, funds, and programmes, in accordance with national Governments' plans | (i) Strategic priorities of all stakeholders aligned with the agreed strategic framework for global Ebola response concept and policy direction framework in support of national Governments<br>*Performance measures*<br>Target 2014-2015:<br>All key stakeholders agree with the strategic priorities and policy direction framework<br>All key stakeholders commit to support the agreed global strategic Ebola response concept by contributing resources, assets and capacities |
| (b) Harnessed voluntary financial resources in support of the United Nations system response to the Ebola crisis | (i) Commitment by pledging donor countries to the United Nations system response to the Ebola crisis<br>*Performance measures*<br>Target 2014-2015:<br>All pledges against an estimated $1.5 billion required for the immediate response needs of the United Nations system deposited in the appropriate funding mechanisms and made available to the implementing partners |
| (c) Effective operationalization of the strategic direction and coordinated policy guidance in support of national plans | (i) Alignment of action by key stakeholders to national plans including United Nations agencies, funds and programmes and international and national non-governmental organizations |

*Performance measures*

Target 2014-2015:

All key stakeholders agree and commit to the operationalization framework in support of national plans

Effective coordination of response efforts in affected countries and region

(ii) Seamless transition and handover of coordination responsibilities to the United Nations agencies, funds and programmes and non-governmental organizations

*Performance measures*

Target 2014-2015:

United Nations agencies, funds and programmes and non-governmental organizations have sufficient capacity and resources to carry out coordination and implementation functions by 1 June in Liberia and by 1 August in Guinea and Sierra Leone

(iii) Unified air transportation support, together with United Nations Humanitarian Air Services, managed by WFP, to all implementing partners, including United Nations agencies, funds and programmes and international and national non-governmental organizations

*Performance measures*

Target 2014-2015:

Daily scheduled flights for transporting implementing partners and supplies are respected

All requests by implementing partners for emergency and ad hoc flight movement met in expected time

(iv) Coordinated, timely and accurate geospatial, information technology and telecommunications infrastructure in Ghana, Guinea, Liberia and Sierra Leone to support UNMEER, United Nations agencies, funds and programmes and other partners up to the level of forward logistics bases in the three affected countries

*Performance measures*

Target 2014-2015:

24 hours x 7 days connectivity and support service throughout the Mission area of operations up to the level of forward logistics bases in the affected countries in support of UNMEER, United Nations agencies, funds and programmes and other partner activities

*Outputs*

**Office of the Special Envoy on Ebola**

- Maintain a coherent and effective multi-sectoral strategic framework for actions to end the outbreak of Ebola among affected populations
- Ensure the strategic framework links closely to and fully informs activities to ensure that people have safe access to basic services and longer term planning for recovery of economies and societies
- Create robust and effective mechanisms to coordinate and align the global Ebola response, built on a shared agenda and with solid partnerships, delivered through weekly meetings of the Global Ebola Response Coalition
- Mobilize resources needed for an effective Ebola response through missions to donor capitals and meetings with Permanent Representatives and non-governmental donors, tracking their disbursement and the purposes for which they are used, and identifying gaps that need to be filled
- Ensure that United Nations agencies, funds and programmes secure the necessary resources and that those resources are spent well and achieve maximum impact on the response through targeted resource mobilization activities and regular tracking of results
- Maintain strong advocacy for the global Ebola response through regular bilateral and multilateral meetings with representatives of Member States and with other key partners, including non-governmental organizations, the private sector and foundations, including routine engagement with the affected country representatives and other key stakeholders through periodic missions to the affected countries and to the African Union and ECOWAS headquarters
- Develop a coherent, clear and consistent strategy for communicating information about the outbreak and the response to the public as well as with interested communities, to be achieved through the production of key documents and regular engagement with international media

**United Nations Mission for Ebola Emergency Response**

- Develop a comprehensive system-wide operational framework that covers the coordination by UNMEER and implementation activities by United Nations agencies, funds and programmes across the three affected countries
- Report monthly to the General Assembly on the progress of activities and results of operational activities by the United Nations system to address the Ebola crisis in the affected countries, and provide briefings as requested by the Assembly
- Coordinate effectively with United Nations agencies, funds and programmes involved in the response to the Ebola crisis in the three affected countries to identify and align gaps in the form of a policy or operational priority of an individual agency, fund or programme, as well as gaps in the form of material, funding, logistics and aviation support, and create a Geospatial, Information and Telecommunications Technology backbone structure Mission-wide
- Align United Nations system response with Governments of the affected countries and coordinate with regional actors, including the African Union, ECOWAS, the Mano River Union and international and national non-governmental organizations, civil society and women's groups to scale up the United Nations system response in support of national efforts

- Provide vehicles to facilitate transport requirements of United Nations agencies, funds and programmes, as well as international and national non-governmental organizations operating in the three affected countries
- Integrate the air transportation framework to support the air movement of United Nations system staff, personnel and assets in support of activities to stop the spread of the Ebola virus disease in the three affected countries
- Provide non-Ebola medical evacuation within and from Guinea, Liberia and Sierra Leone
- Establish a Geospatial, Information and Telecommunications Technology backbone infrastructure supporting the operations of UNMEER and the United Nations system in the three affected countries up to the level of forward logistics bases

# III. Estimated additional resource requirements for the biennium 2014-2015

60. Additional resource requirements for the proposals described above for the biennium 2014-2015 amount to $88,094,000 (net of staff assessment) and are summarized in tables 2 and 3 below, by budget section and by object of expenditures, respectively.

Table 2
**Resource requirements by programme budget section**
(Thousands of United States dollars)

| *Budget section* | *2014-2015 revised appropriation* | *Additional requirements* | *2014-2015 revised estimate* |
|---|---|---|---|
| 5. Peacekeeping operations | 112 956.2 | 881.6 | 113 837.8 |
| 8. Legal affairs | 47 986.9 | 100.2 | 48 087.1 |
| 27. Humanitarian affairs | 35 238.2 | 84 554.2 | 119 792.4 |
| 29B. Office of Programme Planning, Budget and Accounts | 37 029.3 | 150.2 | 37 179.5 |
| 29C. Office of Human Resources Management | 76 584.2 | 888.9 | 77 473.1 |
| 29D. Office of Central Support Services | 193 042.8 | 1 252.7 | 194 295.5 |
| 34. Safety and security | 243 751.2 | 266.2 | 244 017.4 |
| 36. Staff assessment | 497 840.8 | 2 856.8 | 500 697.6 |
| **Total (gross)** | **1 244 429.6** | **90 950.8** | **1 335 380.4** |
| **Total (net of staff assessment)** | **746 588.8** | **88 094.0** | **834 682.8** |

Table 3
**Additional resource requirements by object of expenditures**
(Thousands of United States dollars)

| *Object of expenditure* | *2014-2015 revised appropriation* | *Additional requirements* | *2014-2015 revised estimate* |
|---|---|---|---|
| Posts | 436 879.1 | – | 436 879.1 |
| Other staff costs | 38 533.9 | 30 069.9 | 68 603.8 |
| Non-staff compensation | 0.1 | – | 0.1 |
| Consultants | 757.8 | 343.4 | 1 101.2 |
| Experts | 199.8 | – | 199.8 |
| Travel of representatives | 2 590.2 | – | 2 590.2 |
| Travel of staff | 10 025.8 | 7 714.9 | 17 740.7 |
| Contractual services | 45 573.5 | 1 254.5 | 46 828.0 |
| General operating expenses | 122 329.8 | 33 210.2 | 155 540.0 |
| Hospitality | 63.1 | 40.0 | 103.1 |
| Supplies and materials | 9 695.2 | 3 575.6 | 13 270.8 |
| Furniture and equipment | 8 656.4 | 11 726.5 | 20 382.9 |
| Improvement of premises | 3 569.3 | 159.0 | 3 728.3 |
| Grants and contributions | 67 714.8 | – | 67 714.8 |
| Staff assessment | 497 840.8 | 2 856.8 | 500 697.6 |
| **Total (gross)** | **1 244 429.6** | **90 950.8** | **1 335 380.4** |
| **Total (net of staff assessment)** | **746 588.8** | **88 094.0** | **834 682.8** |

61. The proposed resources would provide for: (a) phased expansion and gradual downsizing of UNMEER headquarters and its country offices adapting to the reality of the affected countries, (b) 11 positions in the Office of the Special Envoy in Geneva and New York, (c) 5 positions for the Regional Service Centre at Entebbe and (d) 14 general temporary assistance positions for varying periods for backstopping support at Headquarters in New York. In addition, the proposed resources would also provide for operational costs under various sections of the programme budget for the biennium 2014-2015 as provided in table 2. The summary of staffing resources is provided in annexes I and II.

## A. Office of the Special Envoy

62. The Office of the Special Envoy includes 11 positions, including 2 positions (1 Under-Secretary-General and 1 General Service) based in Geneva and 9 positions (1 D-1, 2 P-5, 4 P-4, and 2 General Service) based in New York. An estimated vacancy rate of 25 per cent has been applied to the costing of the proposed positions in New York.

## B. United Nations Mission for Ebola Emergency Response

63. The staffing complement of UNMEER as presented in tables 1 to 8 in annex I reflect the Mission's structure through the closure of its headquarters in Accra and UNMEER country offices in Liberia, Guinea and Sierra Leone and its presence in Mali. UNMEER staffing structure is reconfigured in the months of April and May 2015 with personnel relocated/redeployed from the UNMEER headquarters in Accra to UNMEER country offices in Liberia, Guinea and Sierra Leone to tackle the Ebola outbreak at the district level. Estimated vacancy rates of: (a) 4 per cent in Accra, 7 per cent in Guinea, 4 per cent in Liberia and 11 percent in Sierra Leone have been applied to the costing of international staff positions; (b) 2 per cent and 3 per cent have been applied to the costing of National Professional Officers and positions at the local level, respectively, in all locations; (c) 8 per cent in Accra and Guinea, 4 per cent in Liberia, and 5 per cent in Sierra Leone have been applied to the costing of the United Nations volunteers.

64. The Special Representative of the Secretary-General and Head of Mission at the Under-Secretary-General level is based in Accra. The Mission's headquarters in Accra includes the Office of the Special Representative and the offices of the Directors of Emergency Operations, Emergency Operations Support and Mission Support. In each of the three affected countries, UNMEER is headed by a specialist Ebola Crisis Manager at the Assistant Secretary-General level, who is supported by a team of experienced emergency responders.

65. The Mission's staffing strength has been also complemented by 125 United Nations personnel, including 63 United Nations staff from the Secretariat, 54 United Nations system staff on reimbursable loan and 8 United Nations system staff on non-reimbursable loan, deployed temporarily to Accra, Guinea, Liberia and Sierra Leone for varying durations in 2014 and 2015.

66. The Regional Service Centre at Entebbe provides service delivery for non-location-specific transactional functions in finance and human resources. In that regard, five positions (3 National officers and 2 at the local level) manage payroll and cashier functions, travel, on-boarding and claims at the Regional Service Centre at Entebbe.

## C. Headquarters backstopping support

67. The staffing needs for backstopping at Headquarters for 2014 and 2015 based on actual incumbency and revised operational requirements presented in annex II are as follows:

(a) Department of Field Support: 3 P-5 posts for a total of 11.5 months, 5 P-4 posts for a total of 22.5 months, 2 P-3 posts for a total of 5months and 3 General Service (Other level) posts for a total of 6 months;

(b) Office of Legal Affairs: 1 P-4 post for 6 months;

(c) Office of Programme Planning, Budget and Accounts: 1 P-4 post for 9 months;

(d) Office of Human Resources Management/Medical Services Division: 2 P-4 posts for a total of 20 months, 1 P-2 post for 6.5 months, 1 General Service (Principal level) post for 7.5 months and 2 General Service (Other level) posts for a total of 13 months;

(e) Office of Central Support Services/Procurement Division: 1 P-5 post for 2 months and 1 P-3 post for 8.5 months;

(f) Department of Safety and Security: 2 P-4 posts for a total of 14 months.

68. No vacancy rates have been applied to costing of the Professional category and above and General Service-level positions.

## IV. Action requested of the General Assembly

69. **The General Assembly is requested:**

(a) **To approve the additional resources proposed in the amount of $88,094,000 (net of staff assessment) of the programme budget for the biennium 2014-2015;**

(b) **To appropriate an amount of $88,094,000 (net of staff assessment) of the programme budget for the biennium 2014-2015, comprising $881,600 under section 5, Peacekeeping operations, $100,200 under section 8, Legal affairs, $84,554,200 under section 27, Humanitarian assistance, $150,200 under section 29B, Office of Programme Planning, Budget and Accounts, $888,900 under 29C, Office of Human Resources Management, $1,252,700 under section 29D, Office of Central Support Services, and $266,200 under section 34, Safety and security;**

(c) **To appropriate an additional amount of $2,856,800 under section 36, Staff assessment, to be offset by an equivalent amount under income section 1, income from staff assessment.**

# Annex I

## Summary of staffing needs of the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response in 2014-2015

Table 1
**Summary of staffing needs**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* | *Sep* | *Oct* | *Nov* | *Dec* |
| Office of the Special Envoy on Ebola[a] | 2 | 4 | 4 | 7 | 7 | 7 | 8 | 8 | 9 | 10 | 11 | 11 | 11 | 10 | 10 | 10 |
| **Subtotal** | **2** | **4** | **4** | **7** | **7** | **7** | **8** | **8** | **9** | **10** | **11** | **11** | **11** | **10** | **10** | **10** |
| **UNMEER** | | | | | | | | | | | – | | | | | |
| Accra | 3 | 22 | 39 | 69 | 83 | 85 | 74 | 72 | 20 | 20 | 18 | 18 | – | – | – | – |
| Guinea | 1 | 5 | 19 | 45 | 60 | 65 | 83 | 83 | 90 | 64 | 48 | 17 | – | – | – | – |
| Sierra Leone | – | 5 | 23 | 50 | 64 | 65 | 88 | 89 | 107 | 73 | 70 | 6 | – | – | – | – |
| Liberia | 2 | 4 | 20 | 37 | 51 | 55 | 57 | 52 | 29 | 1 | 1 | – | – | – | – | – |
| Mali | – | – | 1 | 2 | 3 | 3 | 3 | – | – | – | – | – | – | – | – | – |
| Entebbe (Regional Service Centre) | – | – | – | – | – | – | 5 | 5 | 5 | 5 | 4 | 4 | – | – | – | – |
| **Subtotal** | **6** | **36** | **102** | **203** | **261** | **273** | **310** | **301** | **251** | **163** | **141** | **45** | **–** | **–** | **–** | **–** |
| **Total** | **8** | **40** | **106** | **210** | **268** | **280** | **318** | **309** | **260** | **173** | **152** | **56** | **11** | **10** | **10** | **10** |

*Abbreviation*: UNMEER, United Nations Mission for Ebola Emergency Response.
[a] Includes both Geneva and New York locations.

### A. Office of the Special Envoy on Ebola

Table 2
**Staffing needs for the Office of the Special Envoy on Ebola**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* | *Sep* | *Oct* | *Nov* | *Dec* |
| USG[a] | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASG | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| D-2 | – | 1 | 1 | 1 | 1 | 1 | 1 | – | – | – | – | – | – | – | – | – |
| D-1 | – | – | – | – | – | – | – | – | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| P-5 | – | – | – | 1 | 1 | 1 | 1 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 | 2 |
| P-4 | – | – | – | 1 | 1 | 1 | 2 | 2 | 2 | 3 | 4 | 4 | 4 | 3 | 3 | 3 |

| Deployment schedule 2014-2015 | Actual 2014 | | | | Projected 2015 | | | | | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug | Sep | Oct | Nov | Dec |
| P-3 | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| P-2 | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – | – |
| **Subtotal** | **1** | **2** | **2** | **4** | **4** | **4** | **5** | **5** | **6** | **7** | **8** | **8** | **8** | **7** | **7** | **7** |
| GS-OL[a] | 1 | 2 | 2 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 | 3 |
| **Subtotal** | **1** | **2** | **2** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** | **3** |
| **Total** | **2** | **4** | **4** | **7** | **7** | **7** | **8** | **8** | **9** | **10** | **11** | **11** | **11** | **10** | **10** | **10** |

*Abbreviations*: ASG, Assistant Secretary-General; GS-OL, General Service (Other level); USG, Under-Secretary-General.

[a] The special envoy (USG) and an executive assistant (GS-OL) are based in Geneva.

## B. United Nations Missions for Ebola Emergency Response

Table 3
**Staffing needs for UNMEER in Ghana**

| Deployment schedule 2014-2015 | Actual 2014 | | | | Projected 2015 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
| USG | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| ASG | – | – | – | – | – | – | – | – | – | – | – | – |
| D-2 | 1 | 3 | 3 | 3 | 3 | 3 | 1 | 1 | – | – | – | – |
| D-1 | – | 1 | – | 4 | 3 | 2 | 2 | 2 | – | – | – | – |
| P-5 | 1 | 2 | 2 | 5 | 8 | 5 | 4 | 4 | – | – | – | – |
| P-4 | – | 3 | 8 | 11 | 12 | 11 | 10 | 9 | 2 | 2 | 1 | 1 |
| P-3 | – | 2 | 3 | 10 | 11 | 11 | 8 | 8 | – | – | – | – |
| P-2 | – | 1 | 2 | 3 | 4 | 3 | 2 | 1 | – | – | – | – |
| FS | – | 3 | 9 | 17 | 19 | 23 | 19 | 20 | 4 | 4 | 3 | 3 |
| **Subtotal** | **3** | **16** | **28** | **54** | **61** | **59** | **47** | **46** | **7** | **7** | **5** | **5** |
| NPO | – | – | – | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| LL | – | 6 | 9 | 10 | 14 | 14 | 16 | 16 | 12 | 12 | 12 | 12 |
| **Subtotal** | **–** | **6** | **9** | **11** | **15** | **15** | **17** | **17** | **13** | **13** | **13** | **13** |
| UNV | – | – | 2 | 4 | 7 | 11 | 10 | 9 | – | – | – | – |
| **Total** | **3** | **22** | **39** | **69** | **83** | **85** | **74** | **72** | **20** | **20** | **18** | **18** |

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response; UNV, United Nations Volunteer; USG, Under-Secretary-General.

Table 4
**Staffing needs for UNMEER in Guinea**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* |
| ASG | – | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | – |
| D-2 | – | 2 | – | 1 | 1 | 1 | 1 | 1 | – | – | – | – |
| D-1 | 1 | – | 2 | 2 | 2 | 2 | 2 | 2 | 3 | 1 | 1 | 1 |
| P-5 | – | – | – | 2 | 4 | 4 | 5 | 5 | 2 | 2 | 1 | – |
| P-4 | – | 2 | 2 | 9 | 9 | 6 | 9 | 9 | 10 | 6 | 4 | 3 |
| P-3 | – | – | 5 | 9 | 9 | 13 | 19 | 19 | 18 | 14 | 9 | 3 |
| P-2 | – | – | – | – | – | – | – | – | – | – | – | – |
| FS | – | – | 6 | 10 | 11 | 12 | 18 | 18 | 24 | 14 | 12 | 7 |
| **Subtotal** | **1** | **5** | **16** | **34** | **37** | **39** | **55** | **55** | **58** | **38** | **28** | **14** |
| NPO | – | – | – | – | – | 1 | 1 | 1 | 1 | 1 | – | – |
| LL | – | – | 3 | 5 | 5 | 5 | 7 | 7 | 8 | 8 | 8 | 1 |
| **Subtotal** | **–** | **–** | **3** | **5** | **5** | **6** | **8** | **8** | **9** | **9** | **8** | **1** |
| UNV | – | – | – | 6 | 18 | 20 | 20 | 20 | 23 | 17 | 12 | 2 |
| **Total** | **1** | **5** | **19** | **45** | **60** | **65** | **83** | **83** | **90** | **64** | **48** | **17** |

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response; UNV, United Nations Volunteer.

Table 5
**Staffing needs for UNMEER in Sierra Leone**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* |
| ASG | – | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | – |
| D-2 | – | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 2 | 1 | – | – |
| D-1 | – | – | 1 | 2 | 2 | – | – | – | – | – | – | – |
| P-5 | – | – | – | 2 | 2 | 1 | 6 | 6 | 10 | 10 | 10 | 1 |
| P-4 | – | 1 | 2 | 12 | 10 | 8 | 12 | 12 | 14 | 9 | 9 | 1 |
| P-3 | – | – | 2 | 10 | 13 | 12 | 14 | 14 | 18 | 13 | 12 | – |
| P-2 | – | – | 1 | – | – | – | 2 | 2 | 3 | 3 | 2 | – |
| FS | – | 1 | 9 | 10 | 11 | 14 | 16 | 16 | 21 | 15 | 15 | 4 |
| **Subtotal** | **–** | **4** | **17** | **38** | **40** | **37** | **52** | **52** | **69** | **52** | **49** | **6** |

| Deployment schedule 2014-2015 | Actual 2014 | | | | Projected 2015 | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul | Aug |
| NPO | – | – | 3 | 2 | 2 | 3 | 4 | 3 | 3 | 1 | 1 | – |
| LL | – | 1 | 2 | 2 | 2 | 5 | 11 | 12 | 11 | 11 | 11 | – |
| **Subtotal** | **–** | **1** | **5** | **4** | **4** | **8** | **15** | **15** | **14** | **12** | **12** | **–** |
| UNV | – | – | 1 | 8 | 20 | 20 | 21 | 22 | 24 | 9 | 9 | – |
| **Total** | **–** | **5** | **23** | **50** | **64** | **65** | **88** | **89** | **107** | **73** | **70** | **6** |

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response; UNV, United Nations Volunteer.

Table 6
**Staffing needs for UNMEER in Liberia**

| Deployment schedule 2014-2015 | Actual 2014 | | | | Projected 2015 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|
| | Sep | Oct | Nov | Dec | Jan | Feb | Mar | Apr | May | Jun | Jul |
| ASG | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 | 1 |
| D-2 | – | – | – | 1 | 1 | – | – | – | – | – | – |
| D-1 | 1 | 1 | 1 | 2 | 3 | 3 | 3 | 3 | 3 | – | – |
| P-5 | – | 1 | 3 | 3 | 3 | 2 | 3 | 3 | 2 | – | – |
| P-4 | – | 1 | 3 | 4 | 5 | 4 | 7 | 7 | 4 | – | – |
| P-3 | – | – | 5 | 9 | 10 | 12 | 12 | 12 | 7 | – | – |
| P-2 | – | – | – | – | – | – | 1 | 1 | – | – | – |
| FS | – | – | 6 | 11 | 12 | 14 | 15 | 11 | 4 | – | – |
| **Subtotal** | **2** | **4** | **19** | **31** | **35** | **36** | **42** | **38** | **21** | **1** | **1** |
| NPO | – | – | – | – | – | – | – | – | – | – | – |
| LL | – | – | 1 | 1 | 1 | 3 | 3 | 3 | 3 | – | – |
| **Subtotal** | **–** | **–** | **1** | **1** | **1** | **3** | **3** | **3** | **3** | **–** | **–** |
| UNV | – | – | – | 5 | 15 | 16 | 12 | 11 | 5 | – | – |
| **Total** | **2** | **4** | **20** | **37** | **51** | **55** | **57** | **52** | **29** | **1** | **1** |

*Abbreviations*: ASG, Assistant Secretary-General; FS, Field Service; LL, Local level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response; UNV, United Nations Volunteer.

Table 7
**Staffing needs for UNMEER in Mali**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | |
|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* |
| D-2 | – | – | 1 | 1 | 1 | 1 | 1 |
| P-3 | – | – | – | 1 | 2 | 2 | 2 |
| **Total** | **–** | **–** | **1** | **2** | **3** | **3** | **3** |

*Abbreviations*: UNMEER, United Nations Mission for Ebola Emergency Response.

Table 8
**Staffing needs for UNMEER at the Regional Service Centre at Entebbe**

| *Deployment schedule 2014-2015* | *Actual 2014* | | | | *Projected 2015* | | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|
| | *Sep* | *Oct* | *Nov* | *Dec* | *Jan* | *Feb* | *Mar* | *Apr* | *May* | *Jun* | *Jul* | *Aug* |
| NPO | – | – | – | – | – | – | 3 | 3 | 3 | 3 | 2 | 2 |
| LL | – | – | – | – | – | – | 2 | 2 | 2 | 2 | 2 | 2 |
| **Total** | **–** | **–** | **–** | **–** | **–** | **–** | **5** | **5** | **5** | **5** | **4** | **4** |

*Abbreviations*: LL, Local level; NPO, National Professional Officer; UNMEER, United Nations Mission for Ebola Emergency Response.

# Annex II

## Summary of Headquarters backstopping general temporary assistance for 2014-2015 proposed in the present report

| | 2014 | | | | | | | 2015 | | | | | | |
|---|---|---|---|---|---|---|---|---|---|---|---|---|---|---|
| *Backstopping office* | *P-5* | *P-4* | *P-3* | *P-2* | *PL* | *OL* | *Total 2014* | *P-5* | *P-4* | *P-3* | *P-2* | *PL* | *OL* | *Total 2015* |
| **Department of Field Support** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | 2 | 3 | 2 | – | – | 3 | **10** | 1 | 3 | – | – | – | – | **4** |
| **Medical Services Division** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | – | 1 | – | – | – | 2 | **3** | – | 2 | – | 1 | 1 | 1 | **5** |
| **Procurement Division** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | 1 | – | 1 | – | – | – | **2** | – | – | 1 | – | – | – | **1** |
| **Office of Programme Planning, Budget and Accounts** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | – | 1 | – | – | – | – | **1** | – | 1 | – | – | – | – | **1** |
| **Office of Legal Affairs** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | – | – | – | – | – | – | **–** | – | 1 | – | – | – | – | **1** |
| **Department of Safety and Security** | | | | | | | | | | | | | | |
| Number of GTA positions for varying period | – | – | – | – | – | – | **–** | – | 2 | – | – | – | – | **2** |
| **Total** | **3** | **5** | **3** | **–** | **–** | **5** | **16** | **1** | **9** | **1** | **1** | **1** | **1** | **14** |

*Abbreviations:* GTA, General temporary assistance; OL, Other level; PL, Principal level.

# Annex III

## Organizational chart of the Office of the Special Envoy on Ebola and the United Nations Mission for Ebola Emergency Response as at April 2015